Village Placemaking Team

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Acknowledgment

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Data Source

Village Placemaking Team
Department of Marketing, Department of Recreation & Club Services, Department of Public Works
Section 1 Business Plan
Business Transition Model

MARKETING
- Visitor Flow
- Competitive Analysis
- Discovery Package
- Advertising

FINANCING
- Systems Inventory
- Capital Maintenance

QUALITY CONTROL
- Guest Feedback
- Staff Development
- IT Infrastructure

SPECIFIC TO SALES
- New Product Menu
- New Offering

NEW CONTEXT
- Target Market Change
- Network Partners
- Arkansas Reputation

LOOK
- New Offering
- Vision
- Value Proposition

OHC
- Growth
- Value Proposition

BRAND
- Re-Brand
- Marketing

SUSTAINABILITY GROWTH
- Monetize Growth

MONETIZE GROWTH
- Sales Program
- Value Proposition
- Monetize Amenity Sales
- Golf

PLACEMAKING
- New Hires/Options
- Experiential Value Creation
- Growth

Golf
- Other Amenities
- Guest Feedback
- Staff Development

CCT
- IT Infrastructure
- Staff Development

CST
- IT Infrastructure
- Staff Development
2014 Goal Outline

Twiggs Mission Areas

<table>
<thead>
<tr>
<th>Growth</th>
<th>Monetizing Opportunity</th>
<th>Customer Experience</th>
<th>Placemaking</th>
<th>Accountability</th>
<th>Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create Conditions for Residential Growth</td>
<td>Build Financial Structures that allow HSV to Financially Benefit from Opportunities</td>
<td>Create Systems that Improve Customer Experience (Customer= Member, Visitor, Partner, ColWorker)</td>
<td>Create Greater Sense of Belonging Residency/Visitor Groups Formally Unaddressed</td>
<td>Identify Civic Capital Investment Opportunities</td>
<td>Clear Dissemination of Expectations</td>
</tr>
</tbody>
</table>

BOARD APPROVED GOALS

*Identify and implement updated overlay and entitlement processes
*Complete comprehensive analytics and market studies
*Update marketing plan and website

Twiggs Standing Goals and Critical Path Elements Unprioritized (Internal)

<table>
<thead>
<tr>
<th>Growth</th>
<th>Monetizing Opportunity</th>
<th>Customer Experience</th>
<th>Placemaking</th>
<th>Accountability</th>
<th>Innovation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Core Definition / Catalog (I.H.)</td>
<td>Opportunity Identification Inc.</td>
<td>Inter Departmental Collaboration</td>
<td>Amenity Product Development/Improvement</td>
<td>Process</td>
<td>Technology</td>
</tr>
<tr>
<td>Analytics (E.I.: Acquisition / Staging)</td>
<td>Fees and Rates</td>
<td>Customer Service Problem Identification</td>
<td>Civic Space Creation</td>
<td>Reporting</td>
<td>Work Flow</td>
</tr>
<tr>
<td>Cred Campaign (Capital Market - RDG)</td>
<td>Capital Gains</td>
<td>Visitor Experience Flow Analysis</td>
<td>Create Value for Real Estate</td>
<td>Innovation</td>
<td>Function Clusters</td>
</tr>
<tr>
<td>Reappraise Project Interactions (E.I.: HQ)</td>
<td>Target Region</td>
<td>Resident Rules Analysis</td>
<td>Sustainability and Stewardship</td>
<td>Policies</td>
<td>Efficiency Analysis</td>
</tr>
<tr>
<td>Market CampaignBuilder (ULI / CNU / NTBA / VC)</td>
<td>Assessment Strategies</td>
<td>End User Rules</td>
<td>Community Programming</td>
<td>Performance Refocus to Goals</td>
<td>Infrastructure Standards and Maintenance</td>
</tr>
<tr>
<td>Design Concept (E.I.: DP2 / Project Delivery)</td>
<td>Capital Investment Funding</td>
<td>Regional Participation and Reputation</td>
<td>Performance</td>
<td>Efficiency Analysis</td>
<td></td>
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<tr>
<td>Legal Framework / Entitlements (Lvg CCI)</td>
<td>Utility Rates</td>
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</table>

2014 Initial Tasks and Focus Areas (Will be adjusted for Status)

<table>
<thead>
<tr>
<th>Growth</th>
<th>Monetizing Opportunity</th>
<th>Customer Experience</th>
<th>Placemaking</th>
<th>Accountability</th>
<th>Innovation - Recommendation Ready</th>
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<tbody>
<tr>
<td>Analytics Roll - Done</td>
<td>Call Center - B-PMS</td>
<td>Equilateral Center - Per Forms</td>
<td>Metro Dashboard Development (POD) Hold</td>
<td>Performance Process Update - Linda</td>
<td></td>
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<td>Market Study - Engaged / August</td>
<td>Transverse Feasibility Analysis - Done</td>
<td>Help Desk - Linda</td>
<td>Community Garden - SH / Ladies Garden Club</td>
<td>Facilities Maintenance System - Linda</td>
<td>Departmental Function Review - Department Heads Funding</td>
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<tr>
<td>Website-Parts are Complete, New Platform on Hold</td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Print Market Study - Complete</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Index Program Planning - Underway</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
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<tr>
<td>Acquisition Program - Underway</td>
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Section II Overall Existing Development & Analysis
Property Lot Stock:

<table>
<thead>
<tr>
<th>Total Lots</th>
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<tbody>
<tr>
<td>2,42875</td>
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<tr>
<td>Total Developed</td>
</tr>
<tr>
<td>Forested</td>
</tr>
<tr>
<td>Vacant</td>
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Sales Info:

<table>
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<tr>
<th>Total Lots</th>
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<tr>
<td>2,42875</td>
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<tr>
<td>Total Multi-Family Homes</td>
</tr>
<tr>
<td>Single Family Attached For Sale</td>
</tr>
<tr>
<td>Median Single-family Home Value</td>
</tr>
<tr>
<td>Average Single-family Home Value</td>
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<tr>
<td>Total HSV Lots</td>
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<tr>
<td>Avg. MF Home</td>
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<tr>
<td>Property Lot Stock: Average Single-Family Home Value</td>
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<tr>
<td>Median Multi-Family Home Value</td>
</tr>
<tr>
<td>Total Residential Lots</td>
</tr>
<tr>
<td>MLS Lots For Sale</td>
</tr>
<tr>
<td>Licensed Brokers: Total</td>
</tr>
<tr>
<td>$50K-$1MM</td>
</tr>
<tr>
<td>$250-$500K</td>
</tr>
<tr>
<td>$1MM+</td>
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<tr>
<td>0-50K</td>
</tr>
<tr>
<td>50-100K</td>
</tr>
<tr>
<td>100-250K</td>
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<tr>
<td>250-500K</td>
</tr>
<tr>
<td>$750K-$1.5MM</td>
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<tr>
<td>&gt;1MM</td>
</tr>
<tr>
<td>Residential Sales: New Homes</td>
</tr>
<tr>
<td>Single Family Detached</td>
</tr>
<tr>
<td>Sale Price</td>
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<tr>
<td>Building SqFt</td>
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</tbody>
</table>
Placemaking & Development Values/Standards

Values/Disciplines

- Connection to Nature
- Connection to Arts
- Outdoor Recreation/ Golf
- Create Community Ultra-Local Value
- Social Connections and "Third Place" Development
  - No isolation (solitude is ok)
  - Design promotes connections and interaction
  - Regionalism and partnership
  - Localism
- Entrepreneurship
- Land Preservation
  - Density
  - Conservation of open space
  - Wildlife preserves/ Natural conserve
- Self-Realization through Learning, Experiencing and Service
- Agriculture/ Sustainability
- Individualism
- Authenticity
- Environmental/ Green
- Housing Diversity
- Cultural Diversity
- Diversity without Division
- Walk/ Bike/ Alternative Vehicle

Standards

- Beauty
- High-Quality

Two-tier Project Evaluation System

Tier 1 Project Criteria

- Direct ROI and Produces New Growth
  - Activates Non producing Properties with Ultra Local Value
  - Generates Significant Community Value

Tier 2 Project Criteria

- Indirect ROI and Enhances Existing Property Values
  - Enhances Existing Facilities / Amenities
  - Enhances Ultra Local Value to Built out Neighborhoods

- Community Value is the value that creates impacts in the entire community.
- Ultra-Local Value is the value that is localized, impacting the values of properties within value gravity radius.

Note: some projects can provide both Community Value and Ultra-Local Value, for example, the Grove Park.
## Overall Existing Development & Analysis

<table>
<thead>
<tr>
<th>Region</th>
<th>Acreage</th>
<th>Residential Single Family Lots</th>
<th>Built Total</th>
<th>% of Built</th>
</tr>
</thead>
<tbody>
<tr>
<td>Region 1</td>
<td>4,469.72</td>
<td>5,909</td>
<td>2,064</td>
<td>34.93%</td>
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<tr>
<td>Region 2</td>
<td>2,253.02</td>
<td>2,813</td>
<td>334</td>
<td>11.87%</td>
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<tr>
<td>Region 3</td>
<td>2,414.80</td>
<td>4,430</td>
<td>665</td>
<td>15.06%</td>
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<tr>
<td>Region 4</td>
<td>2,303.57</td>
<td>4,495</td>
<td>498</td>
<td>10.99%</td>
</tr>
<tr>
<td>Region 5</td>
<td>4,312.93</td>
<td>4,671</td>
<td>518</td>
<td>11.09%</td>
</tr>
<tr>
<td>Region 6</td>
<td>4,839.23</td>
<td>6,625</td>
<td>1,313</td>
<td>25.86%</td>
</tr>
<tr>
<td>Region 7</td>
<td>5,269.23</td>
<td>4,510</td>
<td>1423</td>
<td>31.55%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>25,782.54</td>
<td>33,453</td>
<td>7,213</td>
<td>21.56%</td>
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<tr>
<td>Name</td>
<td>Acreage</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>-----------------------------</td>
<td>---------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1 Road &amp; Right-of-way</td>
<td>21.55</td>
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</tr>
<tr>
<td>2 Residential</td>
<td>0.26</td>
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<td></td>
</tr>
<tr>
<td>3 Residential</td>
<td>3.13</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>4 Residential</td>
<td>1.48</td>
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<tr>
<td>5 Residential</td>
<td>0.91</td>
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</tr>
<tr>
<td>6 Cooper Own</td>
<td>6.49</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7 Cooper Own</td>
<td>0.19</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8 Common Area</td>
<td>6.26</td>
<td></td>
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</tr>
<tr>
<td>9 Auditorium</td>
<td>8.50</td>
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<td></td>
<td></td>
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<tr>
<td>10 Woodlands</td>
<td>5.60</td>
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</tr>
<tr>
<td>11 Grove Park</td>
<td>7.19</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>12 Residential</td>
<td>8.66</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>13 Saint Joseph's Regional Medical Center</td>
<td>4.77</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>14 Common Area</td>
<td>1.33</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>15 First Assembly of God</td>
<td>6.33</td>
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<td></td>
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<tr>
<td>16 Common Area</td>
<td>3.64</td>
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<td></td>
<td></td>
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<tr>
<td>17 Residential</td>
<td>8.66</td>
<td></td>
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<td></td>
</tr>
<tr>
<td>18 Common Area</td>
<td>2.16</td>
<td></td>
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<tr>
<td>19 Cooper Own</td>
<td>5.82</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20 Common Area</td>
<td>5.19</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>21 Common Area</td>
<td>1.64</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total Acreage</td>
<td>101.11</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Legend**
- Built Single Family & Multi-Family
- Village Center Core Segments
- Parcel Lines
- Cooper Own
- Commission of State Land
- 1 yr-or-more Delinquency
- Multiple Lot Owner
- POA Own
- Roads
Section III Community Value Projects
We only get one chance to make a good first impression. For Hot Springs Village, the gates are our initial first contact point, and we want to make it a pleasurable experience. What does that mean? Smiling faces, helpful information, and easy yet secure ingress and egress.

Our current gate software makes authoring access difficult. Currently, every relative, visitor, contractor and participant in a community event must be manually checked in, and members call in their guests instead of using the difficult Chelsea login system… together the result is slow access, long lines and excessive work for our employees, especially during events and other high-traffic occasions.

We Recommend CapSure, Inc

Entry to our community can easily be streamlined by upgrading our gate software to industry standards. Bar code passes allow access to pre-qualified guests at ANY gate and free up our employees to perform other duties while still maintaining security and capturing accurate visitor data. After much research and analysis, we recommend CapSure, Inc., an industry leader.

CapSure’s web based visitor management and access control system offers several advantages:

- It’s easy to use. It’s a stand-alone system with an easily identifiable link for guest registration.
- It will improve customer service. Guests and members have better access and faster service because of improved technology. Guests who’s GPS leads them to a remote, unmanned gate won’t be stuck. And our remote ‘call in’ system will allow the West Gate to assist as needed.
- It will improve traffic flow. The software will provide access to guests at all unmanned gates, reducing overall traffic at the West and East gates.

Why CapSure?

- It has proven quality and service performance. Their software package includes: regular updates, Ruggedized Motion Computing Tablets, Microsoft SQL Server (good integration with other software systems), remote hosting, notifications via phone, email or text, database exports (lead capture), reporting and quality printed barcode passes.
- Current car decals and membership ID cards will still be used with the new system, no extra costs to residents.
- It offers a complete visitor and resident database as well as accurate reporting.
- It is a cloud based system with remote real-time information and programming capabilities.

Benefits - Online Portal

1. Profile management, which enables residents to maintain information about themselves and their families, such as vehicles, children’s schools, and even hobbies. A database or personal information can be set-up for emergency personnel, and a pet database can help to quickly return lost pets to their rightful owners. Each resident can choose how much or how little of this information can be viewed by other residents.

2. Photo upload allows the resident to store photos of the entire family for security purposes. Stored photos allow security to process residents via the handheld if other means of access control are not available. This is a bonus feature, and not a requirement.

3. Maintaining Visitor lists, which are used to identify regular guests, contractors, domestic help, realtors, and one-time visitors. Our unique Quick Tasks feature lets residents easily authorize visitors in the web portal. This method also reduces voice traffic to security officers and makes it easier for them to access the information when needed.

4. Event management, which enables residents to build party lists by simply selecting entries from their visitor lists.

Overall, CapSure will provide better customer service to our members and their guests, and it is easy to use!

Online Guest Entry
Easy Guest Look-up
Visitor Guest Passes
Remote Access via West Gate
Arm System

We propose to purchase and implement the CapSure software and systems at all of the gates this year. Overall CapSure, Inc. will streamline operations and provide improved customer service.

$190,000 - Installation starting mid-July and take approx 12-14 weeks to complete.

On-going annual cost of Capsure: $32,000
Existing Annual Cost (average of the last three years): $9,100 (no data management)
<table>
<thead>
<tr>
<th>ITEM NO.</th>
<th>DESCRIPTION</th>
<th>QUANTITY</th>
<th>UNIT</th>
<th>UNIT PRICE</th>
<th>AMOUNT</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Sign and wall Rock Work</td>
<td>2</td>
<td>EA</td>
<td>$11,500.00</td>
<td>$23,000.00</td>
</tr>
<tr>
<td>2</td>
<td>Sign Metal Lettering Installed</td>
<td>2</td>
<td>EA</td>
<td>$1,500.00</td>
<td>$3,000.00</td>
</tr>
<tr>
<td>3</td>
<td>Electrical Service</td>
<td>1</td>
<td>LS</td>
<td>$1,500.00</td>
<td>$1,500.00</td>
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<tr>
<td>4</td>
<td>Electrical Materials</td>
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<td>EA</td>
<td>$1,500.00</td>
<td>$3,000.00</td>
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<td>5</td>
<td>Lighting</td>
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<td>LS</td>
<td>$2,000.00</td>
<td>$4,000.00</td>
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<td>6</td>
<td>Irrigation</td>
<td>2</td>
<td>LS</td>
<td>$2,200.00</td>
<td>$4,400.00</td>
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<td>7</td>
<td>Landscaping (Remove, Prep, Install)</td>
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<td>LS</td>
<td>$2,900.00</td>
<td>$5,800.00</td>
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<td>8</td>
<td>Equipment and Fuel</td>
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<td>LS</td>
<td>$350.00</td>
<td>$350.00</td>
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<tr>
<td>9</td>
<td>Door and Enclose 4” Casing</td>
<td>60</td>
<td>LF</td>
<td>$5.00</td>
<td>$300.00</td>
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</table>

SUBTOTAL: $45,450.00  
CONTINGENCY 10%: $4,545.00  
PROJECT TOTAL: $50,000.00
### EAST BYPASS IMPROVEMENTS
#### PROJECT COST ESTIMATE

**New East Gate Bypass Lane and Parking Lot**

<table>
<thead>
<tr>
<th>ITEM NO.</th>
<th>DESCRIPTION</th>
<th>QUANTITY</th>
<th>UNIT</th>
<th>PRICE</th>
<th>AMOUNT</th>
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<tbody>
<tr>
<td>1</td>
<td>Boundary Survey</td>
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<td>$2,500.00</td>
<td>$2,500.00</td>
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<td>2</td>
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<td>$2,500.00</td>
<td>$2,500.00</td>
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<tr>
<td>3</td>
<td>Clear &amp; Grub</td>
<td>1</td>
<td>LS</td>
<td>$1,000.00</td>
<td>$1,000.00</td>
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<td>4</td>
<td>Utility Relocates</td>
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<td>LS</td>
<td>$1,000.00</td>
<td>$1,000.00</td>
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<tr>
<td>5</td>
<td>Plane Class 7 Crushed Stone Base</td>
<td>757</td>
<td>CT</td>
<td>$10.00</td>
<td>$7,570.00</td>
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<tr>
<td>6</td>
<td>3&quot; HMA, Pavement 520 SY</td>
<td>6.8</td>
<td>TONS</td>
<td>$150.00</td>
<td>$1,020.00</td>
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<tr>
<td>7</td>
<td>1 3/4&quot; HMA, Pavement 435 SY</td>
<td>42.9</td>
<td>TONS</td>
<td>$150.00</td>
<td>$6,435.00</td>
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<td>8</td>
<td>Traffic Control</td>
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<td>9</td>
<td>Gate Installation</td>
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<td>LS</td>
<td>$5,000.00</td>
<td>$5,000.00</td>
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<tr>
<td>10</td>
<td>Paint Stripping</td>
<td>1</td>
<td>LS</td>
<td>$1,000.00</td>
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<td>11</td>
<td>New Signage</td>
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<td>LS</td>
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<td>12</td>
<td>New Electrical</td>
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<td>LS</td>
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<td>$1,000.00</td>
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<td>LS</td>
<td>$2,500.00</td>
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**SUBTOTAL** $45,375.00
**CONTINGENCY 10%** $4,537.50
**PROJECT TOTAL** $49,912.50
Garden Club Recommendation
(Not in Current Project)
HOT SPRINGS VILLAGE – Hot Springs Village unveils Grove Park, a community gathering place for Green Market, Artisan Market and Rock Porch music sessions. Farmers’ markets and buying local have become increasingly popular. David Twiggs, the Chief Operating Officer in Hot Springs Village, saw this as an opportunity to grow.

“We support local and we wanted to give local farmers a nice place where they could sell their homegrown produce and bring the region together for local farm-to-market shopping,” said Twiggs. “It also gives us the opportunity to provide a place where people can get together, visit, listen to music and have fun.”

Green Market, the weekly farmers’ market, will be held on Thursdays from 8 a.m. to noon beginning in early May and continuing through the growing season. Quarterly Artisan Markets will be held on Sundays from 10 a.m. until 2 p.m. on June 22, September 17 and December 9. All arts and crafts must meet certain criteria for inclusion in the market. For more information, see the market’s Facebook page (Artisans-Market-of-Hot-Springs-Village). Monthly Rock Porch sessions will also be held at the stage area in Grove Park. Rock Porch sessions are free concerts featuring local musicians like Brian Martin, John Calvin Brewer Band and others.

Grove Park is located just off DeSoto Boulevard near the Woodlands Auditorium. Carved out of the forest, the park features spaces for vendors, picnic tables and an entertainment area in a woodland setting. Both the Green Market and Artisan Market are open to any Arkansas vendor.

“We’re excited about the possibilities that Grove Park offers. It’s a wonderful addition to our amenities and allows us another venue for community events,” says Stephanie Heffer, Director of Lifestyle and Community Development. “Although the markets are new programs, we’ve already had lots of interest. We’re looking forward to a great turnout.” Grove Park has 40 spaces for vendors – 25 for truck parking and an additional 15 to accommodate tents or displays approximately 10’x10’.

Grove Park is the latest development in Hot Springs Village, just 20 minutes away from Hot Springs and an hour’s drive from Little Rock. Situated in the Ouachita Mountain foothills, Hot Springs Village has sweeping vistas, woodland setting and some of the best golf courses in the state. Find out more at DiscoverHotSpringsVillage.org.

**Grand Openings**
May 8th 2014 - Green Market; June 22nd 2014 - Artisan Market

**Operating Time**
Green Market will be held every Thursday 8 a.m. until 12 p.m.
Artisan Market will be held on Sundays (June 22, Sept. 17 and Dec. 9) from 10 a.m. until 2 p.m.
Community Value Project: Village Center Dist. (Including Arts Village) Under Development with Boomer Rock Project Group (Not Funded)

Concept of DeSoto Club at Village Center District

Examples of Arts Village at Village Center District

Proposed Components:
- Arts Studios
- Metal Shop / Woodwork Shop
- Office Space - POA Office with street level store front
- Bakery, Coffee Shop, Sandwich Shop, etc. - 3rd Place Community Garden Courtyard Space

Concepts of the Arts Village at Village Center District
Community Value Project: Equestrian Center
Currently in Pro Forma Development Stage

- Total Area of Paddocks: 21.40 Acre
- Total Length of Fence Lines: 11,491.59 Feet
- Total Length of Water Line: 2,415.88 Feet
- Total Paddocks Gate Count: 28

Equestrian Center Project
Proposed Lago Trail Loop
Potential New Sites for RV Park

**Current Park Site:**
- 10 pull through sites
- Water extensions to all 10 sites (seasonal)
- Rates are $12.50 per night for members and $18.50 per night for guests

**New Park or Renovated Park Site for class A RV:**
- 15 to 20 leveled concrete pull through sites
- Sewer extension to each site
- 30 and 50 amp electrical service to each site
- WiFi throughout park
- Cable Television hook ups at each site

- Bathroom facility
- 5 to 10 tent sites
- Average daily rental at upscale class A RV Park $47.

**Current Metrics:**
- Annual Revenue $10,000
- Annual Expense $5,500
- 2013 park sites were rented 770 days or 21% occupancy

**Discussion:**
- Renovate existing RV Park Site
- Conduct site search and relocate to another location

**Cost:**
- Staff estimates $25,000 to make necessary modifications to existing site. This would not enlarge the footprint or add a bathroom facility. However, it would allow for utility extension and level sites to better accommodate class A RV’s.
- Start up cost on a new facility would depend on site location and size of park.

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[Map showing current and proposed RV park sites]
EXECUTIVE SUMMARY

The Desoto Club, 19th Hole/Golf Shop, and Desoto Pool are among the oldest amenities in Hot Springs Village. With the recent water damage to these facilities, we are presented with an opportunity to renovate and create a master plan for the entire Desoto Complex.

Although once thriving Hot Springs Village facilities, all three have declined in utilization over the last two decades. Our current subsidy levels in 2014 are budgeted at $44,000 (Desoto Club), $7,500 (19th Hole), $36,000 (Desoto Pool) and $279,170 (Desoto Golf).

With our shift in focus the last several years to active living, tourism and resort destination, we feel this solution will benefit not only our current members, but those that are deliberating whether to choose Hot Springs Village as their home or vacation destination over the many choices in our competing markets.

COMPANY PROFILE

Hot Springs Village was designed to meet the golfing and tennis interests of our population. The proposed Desoto Complex focuses on meeting new interests which are critical in attracting the Baby Boomer and Generation X member. In order to insure the continued growth and long-term viability of our community, Hot Springs Village needs a NEW APPROACH to Village life; that includes the amenities and recreational facilities that accommodate both our current and future residents.

Hot Springs Village currently has a population of approximately 13,000 - 87% of whom are in the 55-81+ age demographic. Even more striking is the fact that 62% of those residents are ages 65 or older; as the growth of our community has slowed, that percentage has also grown. Today it is important to consider the new residents entering the Village... which are demanding, diverse, active trendsetters. The interests of this group are less on golf and tennis, and more on social interactions with multi-faceted opportunities, healthier lifestyles and youthful experiences. Although they are every bit as active as those who came to the Village over the last 40 years, their lifestyle preferences are far different from the paradigms we have always held.

MARKET ANALYSIS

We should consider several markets: Resident members, Non-Resident members, incoming new members (primarily the Baby Boomer and Generation X), tourists, and resort destination markets.

Current Residents

Particularly within a private community such as Hot Springs Village, major decisions with financial implications need to take into account the needs and interests of residents. Recently we conducted a survey of our residents to weigh in on converting the Balboa Club to a more social space. The survey was administered electronically.

Here are the important findings that hold a similar relevance to the Desoto Complex Project. Results are based on 1,413 total respondents....

- 46% said they would use the Balboa Club frequently.
- The top services desired include: Sports / entertainment bar & lounge with patio dining, coffee bar Wi-Fi lounge bistro.
- Access to casual meals for lunch and dinner were desired by survey responders.
- 54% believed the Balboa Club renovations would improve the value and marketability of the Village significantly.
- The majority of responders match the age demographic of the current target market: 51-70 years old.

The current demographic of the Village was not only in support of the Balboa Club project, but the survey findings also demonstrate that the incoming Baby Boomer and Generation X would find amenities such as the Balboa and Desoto Clubs enticing and beneficial.

Plus, the recent Village Marketing survey ranked social events among the top 5 most important elements in a retirement community.

U.S. Trends & Target Market

Several 40+ Active-Living Communities across the U.S. including Robson Communities, Del Web, The Villages, Tellico Village, Fairfield Glade, Sun City Grand and more were researched to determine the existence, (and importance), of amenities such as these within their operations. Across the board these communities had the services and amenities proposed in this plan.
ORGANIZATION & MANAGEMENT

Revitalizing the Desoto Complex will be undertaken in several well-defined stages. This will minimize the financial risk and conform to the *Hot Springs Village Strategic Plan* – which mandates that all new amenities be considered, approved and introduced in an orderly manner.

**Strategic Plan Tasks:**
- 2.5.2 - Improve economic development / commercial opportunities
- 3.1.2 - Maintain POA buildings / management of major construction
- 2.4.1 - Develop future amenity needs and planning

**Operating the Facility**

The Desoto Club needs to be under the direction and operation of the POA Recreation and Golf Departments. Given the multi-purpose nature of the facility, no single contract operator can be expected to have the resources to effectively oversee maintenance, food service operations, hospitality staffing, facility scheduling and similar operational demands. Plus, the prominence of the Golf Department within the complex adds yet another dimension that supports the concept of this being a POA run facility.

We do not anticipate that operating revenues will be large enough to make this a self-sustaining amenity in the short-term; therefore, the POA will need to continue to subsidize these facilities but to no greater extent than has been required in recent years.

PRODUCT & SERVICE VISION

Hot Springs Village is overdue for a ‘facelift’ – not only in the condition and appearance of our infrastructure, but also in the way we embrace current members and attract tomorrow’s residents. As every study and strategic planning exercise has confirmed, the “Boomers & Generation X” as well as some Non-Resident Members who are now entering the retirement phase of their lives want and require a different model that many of our residents were seeking in the recent past.

Staff’s vision is as follows, (pending an architectural rendering and review to insure the most efficient usage of space for each activity):

**Desoto Club**
- Full Service Golf Shop
  - Coffee bar and lounge with grill
  - Enlarged outdoor deck and dining space. This will be designed to provide stunning views of the golf course and newly constructed outdoor pool.
  - Event space for corporate functions and larger scale community events
  - Meeting and office space

**Desoto Pool**
- Relocate to property between Desoto Club and current 19th Hole
  - Zero entry leisure pool with direct access to food and beverage
  - Staffed with attendants rather than lifeguards to reduce staffing costs
  - Well appointed furnishings and natural materials to attract users

- Splash pad with features for younger children
- Eliminate deep water and diving board
- Outdoor fireplace and pavilion space for pool side dining and events
- Large event lawn

**Current 19th Hole and Golf Shop buildings**
- Locker Rooms
- Game Room with Ping Pong and other activities for younger members
- Concession stand for basic beverage and snack needs
- Re-locate practice green to west side of club house drive
- Re-locate cart storage barn to south east side of Desoto Club
- Re-purpose current cart storage barn to outdoor pavilion

**FUNDING**

Insurance Claim Reimbursements: Estimated at $750,000 (Approximately $200,000 has been spent to date on asbestos abatement and water cleanup and demolition.

Current Building Reserve: $700,000 Desoto Pool

Additional Building Reserve funding in 2015

Other possibilities:
- Proposed phased approach with monies for phase 2 in 2015 and 2016
- Special Assessment
- Corporate Sponsorship
- Phased Budgeting
- Donations and fundraising

**Phase I – Desoto Club**

Phase I provides for identifying and retaining the professional resources who will deliver the initial design and costing for the master planned complex. Construction and interior design of the Desoto Club will also occur in phase I.

The selection of a design architect will be undertaken in open, competitive bidding with a focus on credentials, background with E. Fay Jones works and strong experience in restaurant and hospitality design.

**Phase II – Desoto Pool and Locker Rooms**

Phase II will begin the construction of a new outdoor pool, all landscaping and renovations to the existing 19th hole/golf shop and relocation of the cart storage facility.

**TIMELINE**

If the POA Board approves Phase I, it is projected that preliminary designs, costing and go-forward proposals will be completed by August 31, 2014. Should that schedule be met, and final Board approvals on the actual Build-out/Renovation are rendered by the end of the fourth quarter 2014, it is estimated that Phase 1 will be completed and ready for business starting January 1, 2016.

Phase II would begin late 2016 with opening scheduled for second quarter 2017.
Community Value Project: DeSoto Club Complex Master Plan
Currently in Pro Forma Development Stage
In 1993, the Balboa Beach opened. At that time, the beach was approximately 300' X 25', and consisted of city pit gravel.

In 1994, the pit gravel was removed and replaced with a mixture of Sand and Pea Gravel.

In 1998, the Balboa Pavilion was constructed at a cost of $182,988. The pavilion is 8000 sq ft, and seats 300.

In 1999, the pea gravel was removed, the beach area was increased to 400’ X 25’, and white sand was installed.

The Balboa beach and Pavilion area is a high profile amenity used by many members, family members and guests throughout the year. Whether there for a picnic, family reunion, neighborhood get together, July 4th Celebration or swimming, fishing and boating, this area has become a major draw for our community. Unfortunately, it has become tired, uninviting and inadequate for the vision and story we are telling our new and prospective members.

The Placemaking team along with input from the Boomers Rock group has put together a plan to enhance this entire area. The Boomers Rock group approached Mr. Twiggs with an idea for a community based project. This project was quickly embraced by their group. They have offered to help with the design, volunteers for physical labor, and orchestrate a fund raising initiative to pay for the project.

Our team meets bi-monthly, and is currently fine tuning the conceptual plan and outlining the go forward initiative. As of now, the elements of the plan include:

- Doubling the size of the current sandy beach area.
- Adding a board walk that will connect the beach to the marina and restaurant
- Create a leisure area for Volleyball, kite flying, Frisbee etc.
- Create a pet friendly area
- Expand the buoys boundary for swimming
- Add a floating trampoline in the swim area
- Add a floating stage and dock for community events and concerts
- Create a green space event and tent lawn
- Add additional covered picnic pavilions along the waters edge
- Add a walkway from the Pavillion to the lake and boat launch
- Add a fishing pier
- Create a shady park with picnic tables and benches in the wooded area to the north of the beach
- Add a trail connecting the beach to the Balboa Spillway Trail and intersecting the Hernando Trail
- Add a bridge across the Balboa Spillway
- Re-face the Pavilion with natural stone and wood elements and repaint surfaces in a neutral color palette

In 2014, the Recreation Department budgeted $35,000 for beach improvements. We will accomplish the added sandy beach area, new water trampoline, and shady park, bridge and trail extension this year. As our plans develop and the Boomers layout a fund raising path, the other components will take shape. Cost estimates are currently being obtained for all elements.

Members of the planning team include:
- David Twiggs - COO
- Stephanie Heffer – Director of Lifestyle and Community Development
- Dr. Yang Luo – Director of Planning and Development
- Mark Smith – Boomers Rock
- Cindi Erickson – Boomers Rock
- Ed Pittman – Boomers Rock
- Joe Moreau – Recreation Committee Representative
- Jeff Hollansworth – Boomers Rock
Community Value Project: Balboa Beach Renovation
Under Development with Boomer Rock Project Group (Not Funded)
Balboa Club House Roof Renovation

The Balboa Clubhouse was opened in 1989. Other than minor interior renovations, the facility has never had an extensive exterior renovation which would include a new roof, or repair to drivit and exterior stucco. At this time, the upper level of the clubhouse is not operational. It is used primarily for storage, and basic office space for the facility staff members.

The clay tile roof leaks extensively throughout the space. Building maintenance staff has patched on many occasions, but the roof needs to be replaced. Staff is recommending replacement with a composition asphalt shingle. Estimated costs are $75,000. This estimate came from a single source, bids would be solicited if given go forward approval.

Depending on the future of the Clubhouse, the drivit/stucco will also need repair. The backside of the building has large holes and voids where golf balls have hit the structure.

Current Balboa Club House Roof Condition

<table>
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<tr>
<th>Estimated Cost of Balboa Golf Course</th>
<th>Balboa projected 2013</th>
<th>Balboa projected 2015</th>
<th>Cortez actual 2008</th>
<th>Comments</th>
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<tr>
<td>Irrigation parts and labor</td>
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<td>Bunkers</td>
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<td>$2,374,350</td>
<td>$2,612,100</td>
<td>$1,579,210</td>
<td>Clubhouse not included</td>
</tr>
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</table>

Clubhouse not included
Bicycle Friendly Village Proposal

Building a Bicycle Friendly Village

PURPOSE:
To provide a framework that will quickly allow Hot Springs Village to be recognized as a Bicycle Friendly Village by its residents, visitors and would-be property owners.

BACKGROUND:
Across the U.S., the interest in bicycling is skyrocketing – and it’s easy to see why. A bike is a ticket to health, mobility, freedom and fun. Bicycling isn’t just a way to get from one place to another; it’s an avenue to a better life. And when communities get on board, great things happen.

States, cities and towns across America are investing significant sums of money to provide innovative and improved infrastructure to take advantage of a rapidly growing interest in cycling.

You don’t have to look any farther than Little Rock where an entire downtown area has been radically transformed through the addition of bike lanes, paved cycle paths and connecting bridges; allowing for over 100 miles of contiguous cycling.

As one who has personally experienced the “before and after” transformation of Little Rock, and seen the benefits of this wholesale metamorphosis, I have to say the City Planners definitely have hit the mark. Commerce has literally sprung up out of nowhere to accommodate the large number of cyclists that come in droves to experience the beauty of this master-planned cycling playground.

And Little Rock is in good company. It seems that almost every growing city and master-planned township has cycling in their cross-hairs. A recent visit to The Villages of Florida clearly demonstrates that this growing community “gets it” when it comes to attracting cyclists. Bike lanes and bike specific signage permeate the entire community. A casual visitor would immediately be alerted that this community catered to cyclists. By doing so, and taking a “build it and they will come” attitude, The Villages now has an active bicycle community with over 1,000 cyclists with structured group rides almost every day of the week. They are everywhere!

HOT SPRINGS VILLAGE CURRENT STATUS:
Cyclists are a perceptive crowd. They can immediately sense whether a community is friendly to cyclists. First off, they will notice “bike lanes” – lots of them. They know right off the bat if the community planners place a priority on the safety of cyclists and painted bike lanes demonstrate this commitment. Secondly, a cyclist will notice signage. Signs like “Bicycle Friendly Community” and “Yield to Bikes”, or kiosks with signs indicating Bike Maps and Bike Trails. These are all indications that cyclists are welcome in a community.

It is noteworthy that the sport of cycling has (3) types of cyclists:
1. Road cyclists – primarily those that ride narrow, high pressure tires on paved roads. Average speed is usually 12-25 miles per hour depending on terrain.
2. Mountain Bike cyclists – more rugged built bikes with wider tires to accommodate dirt, gravel and more off-road terrain.
3. Hybrid cyclists – much more casual rider typically owning a heavier, more up-right handlebar type bike. This type of bike could be used on or off road but is less specialized and rides slower speeds.

With over 450 miles of paved roads in Hot Springs Village, our community has the opportunity to become a mecca for road cyclists. Albert, many of our roads have challenging inclines, nonetheless, there are ample flatter and more gently sloping roads to make this low-traffic community a huge attraction for would-be cyclists. And for those that would say that cycling is in some way unsafe on our Village roads due to automobile traffic, suffice it to say that HSV is FAR safer than any city that most cyclists have used to. Everything is relative of course, but Hot Springs Village, with its very low traffic count, makes for a stark contrast from the tens of thousands of cars that typical road cyclists compete with on a routine basis.

Further, with almost 30 miles of gravel or semi-paved nature trails, the Village represents a hidden treasure for mountain and hybrid bike riders. The Dam-to-Dam ride from Balboa Beach to the Desoto Dam Levi is almost 26 miles round trip. Any avid mountain bike enthusiast would be excited with the natural scenery experienced along this already constructed path. I know first-hand as I ride it routinely.

Having been an avid cyclists and racer (both road and mountain) for 25 years, I was disappointed to leave a vibrant cycling community in Plano Texas seven years ago. And while our family (4) have found ways to make cycling for “work”, Hot Springs Village is nowhere close to a “cycling destination.” The encouraging news is that HSV has the potential to re-invent itself as a Bicycle Friendly Village and in doing so, will immediately begin to attract a new type of Villager. This Villager has a bike rack on their car, enjoys being in nature, loves to ride in packs with other cyclists, and is “rabid” in telling all their other cycling friends that they have found a community that caters to cycling.

In order to effectively compete with similar communities, Hot Springs Village has no choice but to “GO BIG” in attracting hooler cyclists. They have way too many options and if they don’t find it here, we will never hear from them again.

MAKING HSV A BIKE FRIENDLY COMMUNITY:
The following is based on input from the Hot Springs Village Cycling Club and is an attempt to make recommendations that will optimize every dollar spent for the greatest gain. It is well understood that every dollar in this campaign must be maximized. Consequently, this Plan incorporates a Phase I and a Phase II approach. Once complete, there will be a much better understanding community-wide of the benefits of this investment.

- Phase I
1. At both East and West entrances to the Village there needs to be large dedicated signage clearly announcing that Hot Springs Village is friendly to cyclists. Recommended wording would be similar to: “Bicycle Friendly Village”

7. The POA website needs a navigation button for “Cyclists”. Information about our Road Routes as well as Off-Road routes and they should be easily viewed and printed. Information about regularly scheduled rides could be posted there as well as a Blog so cyclists can stay in touch about upcoming events and rides.

8. Each of our Off-Road trails needs to have signage that says “Bike and Hike”. Currently, most Villagers believe that our almost 30 miles of trails are exclusively for walking. A clear message at each trail-head and nearby road(s) leading to trail-heads, needs to clearly say “Bike and Hike” to reinforce the comprehensive Bike trail network available to cyclists.

32-2
9. Cedar Creek Trail should immediately become a Bike and Hike Trail. It is currently for pedestrians only and could with no modification whatsoever, also become a bike trail. Like the other “trails”, it would primarily be for Mt. Bikes or Hybrids. And, as with all the trails, biking courtesy would prevail so that a cyclist would slow considerably while approaching walkers.

- Phase II

1. Upon completing the “Green Road Route” on the East end of the Village, the recommendation would be for (2) additional marked routes – “Blue Road Route” and “Yellow Road Route.” The “Blue Road Route” would begin and end from the Coronado Fitness Center and would incorporate a 9 mile route utilizing Monterey and southern Village roadways. I have attached a version of this route that is currently being used by the Village Bike Club but it would require slight modification to make it work from the Coronado Fitness Center. This would also be a “loop” ride like the “Green Road Route.” All left and right turns would be marked by small “Blue” arrow signs and the entire route would have a painted bike lane to indicate the route. A Kiosk would be visible in the Coronado parking lot with complete cycling information and maps. Regular ride time would be posted so visitors would be able to join other cyclists for group rides.

2. A “Yellow Road Ride” would incorporate much of the existing Desoto paved route and would begin and end at the Desoto Marina. This route would be approximately 8 miles with slightly more difficult elevation.

Identical turns signs with “Yellow” marking would guide the cyclists and the route would similarly have a painted bike lane providing complete navigation for the entire loop ride.

3. A Kiosk would be prominent in the parking lot with all the same information catering to cycling in the Village.

SUMMARY:

1. All recommended Bike Lanes should be painted with cyclist logos. These lanes would of course also be used by golf carts. The POA would make this part of the justification from a cost standpoint. All golfers will appreciate the additional markings and safety provided by using these lanes.

2. In most instances, no asphalt would be required to make this plan a reality. Shifting the existing lines to off-set the bike lane will be required, however.

3. The POA Marketing Department could come up with a Village Cycling logo that could consistently be used wherever signage is used including entrance signs, Kiosk signs, and colored road route markings.

4. The more signs utilized that have cycle markings on them, the clearer the message will be for new visitors that we are a Bike Friendly Village. Signs on roads and signs at Trail-heads using the words “Bike” and “Cyclists” will reinforce the message. Having our own tailor-made logo will enhance the message even further.
Section IV Ultra-Local Value Project
Section V Brand & Programming
Market Trends

Bowden’s Market Barometer April / May 2014:

“The National Association of REALTORS® (NAR) recently published the results of its annual Investment and Vacation Home Buyers Survey, and while the results aren’t astounding, there are a few subtle shifts.”

The four key factors influencing the geography of second home demand:

• Proximity to primary residence (180-200 mile radius)
• Availability of outdoor recreation
• Good weather conditions
• Repeat visitation, familiarity (tourism)

Generational Markets

65-74 Age Group:

1. Most able to afford a “family retreat”
2. Tends to be the most motivated generation
   • Family matriarch/patriarch
   • Host to children and grandchildren
3. Has the time to actually live in the second home
4. Less concerned with the revenue-producing investment qualities of the asset

55-64 Age Group:

1. Similar instincts as the 65-74 group, but are further away from a decision point
2. Limited amount of time and money
3. Desires a family retreat, but lacks the financial security
   • Needs to share the costs of owning

45-54 Age Group:

1. Ideal second home buyer but the least equipped due to finances at this life-stage

Summary:

1. Each segment is a viable target of its own
2. Collectively they represent a ‘user organism’ that may be self-financing
   • Approx. 50% of second home transactions in 2013 were all-cash purchases
   • Nielsen/Claritas data: In combination the affluent portions of these three age groups represent significant market depth
      - 2014 - estimated 7.13 million age-qualified households nationwide with incomes of at least $150,000
      - 2019 - Estimated to grow 25% to 8.89 million households

Concepts of Hot Springs Village New Logo

Catalog of Brands
2014 Transition Brand Materials

Advertising Mediums

- Where to Retire
- Living in Arkansas
- MOAA – Military Officers Association of America
- Ouachita High Country Magazine
- Hot Springs Guest Guide
- Diamond Lakes Guest Guide
- Arkansas State Tour Guide
- Arkansas Motorcycle Guide
- Lake Ouachita, DeGray & Catherine Map Publications
- Village Voice
- Hot Springs Relocation Guide
- Rack cards at the AR Welcome Centers and across Hot Springs and Little Rock
- Mailing to leads: Ouachita High Country with Insert and/or Welcome Book
- Gates: Marketing on the back of Dash passes, Golf Maps and Village Maps

KARK Channel 4 TRltheVillage Banner Ad and Morning Show Appearance

Sponsorships, Trade Shows, PR, etc.

Regional Sponsorships (better neighbor campaign):
- Hot Springs Music Festival
- British Car National Meet
- Ouachita Rod & Gun Club
- Ouachita High Country
- More to come…

Trade Shows (co-op with Vacation Rentals):
- Michigan Golf Show
- Chicago Golf Show
- St. Louis Golf Show
- Kansas City Golf Show
- Omaha Golf Show

New Websites Launched:
- OuachitaRodGun.com
- BasecampAR.com – in development
- PlayOST.com – in development

CisionPoint National Public Relations Global Media Intelligence System in partnership with the Bentonville, Harrison, Little Rock, Hot Springs, Fort Smith, Fayetteville, Crystal Bridges and the Clinton Library

Prospect Visitor Flow

Yellow boxes are the opportunities to impress or disappoint
What is the Ouachita Rod & Gun Club?
The Ouachita Rod & Gun Club is focused on bringing folks together to celebrate our sporting tradition. We believe in good fun, food and fellowship and it doesn’t matter if you’ve been hunting and fishing all of your life or just want to meet some new friends.
The Rod & Gun Club will provide a venue for members to network and socialize. We will plan and organize events, promote the safe and enjoyable use of outdoor resources, and, keep members informed on activities, organizations and laws/regulations relating to our sports.

Who can join?
Anyone 21 years old or older who resides in the Ouachita Region (Hot Springs Village and surrounding area) and/or a minor with parent or guardian consent is invited to join; (the parent or adult guardian must accompany the minor if participating in a ORG event). Membership is open to both men and women.

What does it cost and why should I join?
With your annual membership dues of $25 you’ll have access to a variety of hunting and fishing trips, recreational shooting and other related activities. Plus, you’ll attend meetings, be invited to social events and meet new friends.

What sporting activities does the Rod & Gun Club have planned?
The mission of the Rod & Gun Club is to promote the diverse hunting and fishing opportunities in the region. Look for striper fishing on Lake Ouachita, trout fishing the White River and duck hunting in Stuttgart. The two events that kick off the membership drive are a Kayak Fishing Tournament in Hot Springs Village and Trap Shoot at the Mountain Valley Sportsman’s Association facility.
Grab Your Gear and Get Ready for Our Next Adventure!

Hot Springs Village Basecamp is your launching point to outdoor adventure for people who want to get moving and enjoy life outside. Surrounded by the Ouachita National Forest, the Ouachita Mountains and numerous lakes and rivers, we have easy access to some of the best mountain trails, wilderness areas and waterways in the state.

Together we will try new outdoor adventures, share new experiences and develop lasting friendships along the way. Let us be your local experts for outdoor sports. We can help you pick out a wilderness trail, connect you with recreation-specific clubs and venues, keep you posted on area events and recommend an outfitter to get you geared up. Watch for our pop-up tent with sporting demonstrations, outdoor activities and casual get-togethers with good food, friends and music.
Advertising Mediums for Golf

**Business to Business**
- Hot Springs Chamber of Commerce Website
- Benton Chamber of Commerce Website

**Golf Advertising**
- Executive Golfer Magazine
- AY Magazine
- Sentinel Record
- Democrat Gazette
- Arkansas Times
- Oklahoma Magazine Travel Issue
- Various Radio Stations – launch of PlayOST.com
- Rack cards at the AR Welcome Centers and across Hot Springs and Little Rock

Golf Visitor Flow

Directional Signs

Yellow boxes are the opportunities to impress or disappoint

Signage Project is in development and test phase; in preparation for community-wide wayfinding.
Strategic Positioning Document

November 27, 2013

Hot Springs Village

DOMINANT SELLING IDEA BACKGROUND

A Dominant Selling Idea (DSI) is your motivating difference — the word or phrase that tops the scale in your audience’s mind when they think about your offer. It’s the statement that captures your speciality, a specialty that central to the DSI ingredients. We call it: a DSI specialty because it’s:

2. Important. It’s something that matters to your customer.
3. Believable. There’s a logical reason you’re making claim.
4. Memorable. It has emotional hooks that make the difference, not only what prospects seek but also what they want.
5. Tangible: It’s real, materialize it because we’ve experienced it.

Unfortunately, a DSI is:

“The world’s called car: is a triviality.

“Tangible word is called car: is a Dominant Selling Idea.”

WHAT is your category?
Planned Community Development

HOW are you different?
Offer an authentic, natural living experience — a unique setting that also provides easy access to a rich array of modern comforts.

Nature setting, inside and outside the gates, surrounds residents with a diverse list of outdoor activities, all within close proximity.

Still evolving — Hot Springs Village has a significant amount of undeveloped land. This provides a unique opportunity to bring new community features that greatly enhance overall product quality.

WHO are your customers?
Retirees, 7+ house buyers, families, outdoor enthusiasts

WHERE are they located?
In and around the South, including Florida. Colorful cities look like outdoor offices. Moving from states that are not a long drive (seeing family they lost is not too difficult)

WHY do they need you?
When the stresses of life (cost of living, big-city congestion, harsh weather, overwhelmed schedules, need for more safety) become

WHY are you important?
Hot Springs Village is the category leader in delivering the South’s most complete (largest) natural community.

Exiting a relaxing, healthy way of life. Being active in nature adds excitement, fun and a sense of belonging to the overall product benefit.

Hot Springs Village DSI: Value

1. Hot Springs Village is natural living on a greater scale.
2. Hot Springs Village is natural living on the South’s greatest scale.
3. Hot Springs Village is the South’s largest natural community.

Free-Selling Ingredients:

1. Superb:Our #1 specialty: the South’s most complete (largest) natural community.

2. Important: For members of our target audience, it’s appealing to know that you are moving to a community that is surrounded by the most, and the best, outdoor activities/amenities in the region.

3. Believable: There’s a logical reason for making claim.

4. Memorable: It has emotional hooks that make the difference, not only what prospects seek but also what they want.

5. Tangible: It’s real, materialize it because we’ve experienced it.

Tangible: a DSI is:

“The world’s called car: is a triviality.

“The world’s called car: is a Dominant Selling Idea.”

Exit Marketing | Brand Development

MARKETPLACE OVERVIEW

Target Audience

Decision Makers

Retirees (primary target)

Families (move-ins especially)

Young professionals

Outdoor enthusiasts

Affluence

Residents

Visitors at your venue

Population of Hot Springs Village

Partners (traders and bankers)

Key Notes

More population – homeowner age 45-65

Average age – 67.2

Would like to put an emphasis on 40-50 year-old buyers looking for a second home (1 hour drive radius)

Target income – $100-150K (household)

MARKETPLACE OVERVIEW

Competition

Austin, Texas

Beaumont and Denver, CO

Fayetteville, AR

Asheville, NC

The Villages at Point Mountain, NC

Nashville, TN

Cooper Community in TN – Tangle Village

Parkfield Estates in CA

Lakeland, FL

How are you different:

Residents from all over the country

5 miles from Little Rock, 20 miles from Hot Springs

26,000 acres, 42 square miles, high density

1144

6,000 lots, 38,000 unit potential

24% developed

Gated community 6-mile, 10-mile

14,000 people, 99% white

Over 200 businesses in and around the Village

SERVICES, POLICIES, DEPT (8:30pm), ambulances

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Lakeland, FL

Identity (the facts)

Golf

Lakes

Trails (walking in mountain)

Wildlife

Recreation

Gated community

Upper middle class

15,2 average age

10 year old community

Educated

Residences from all over the country

5 miles from Little Rock, 20 miles from Hot Springs

26,000 acres, 42 square miles, high density

1144

6,000 lots, 38,000 unit potential

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Key Notes:

PVA has deployed the natural living theme

Used to be affordable repositioning

Price = low cost of living becomes a major attraction

Marketing Document from EXIT (1)

PERSONALITY (the feelings)

Traditional (good if applies to-sell, engaging cultural traditions)

Conservative (good if applies to fiscal responsibility, family values, environmental stewardship)

Loyal

Proud

Active

Adventures

Discreet

Your message

Healthy

Need to work on existing theme (some based on reality, some on perception)

Trendy

Mediocre (average accepted; deal, leisure, non-experience controlled by POA)

Staid

Antiquated

State

Scandalized

Under delivering

Brand Positioning:

Hot Springs Village is the category leader in delivering the South’s most diverse and abundant natural living experience. No community in the region serves outdoor enthusiasts (at all levels) with stature or better natural experience.

Value of Positioning:

Prestige allowed to live and play among some of the South’s most beautiful, natural amenities. This delivers a relaxing, comfortable lifestyle, through the diverse outdoor activities, also enables a resident to seek as much adventure, fun and social connection, as they desire. It’s relaxing, recharging and rewarding all at the same time.

Key Success Factor:

Our target audience must be made aware of the dominant selling idea and recognize the value it brings them. Also, Hot Springs Village leadership, residents, employees and partners must embrace the community’s dominant positioning and reflect it in every major brand touch point. This will grow consumer trust, build awareness of the positioning, and create brand ambassadors.

Potential Positioning Lines:

Hot Springs Village:

1. Where living comes naturally

2. A natural way of life

3. Where you can find the peace

4. In the beautiful Outharters

5. The South’s Natural Choice

6. Austin, Arkansas, Texas

7. Wilderness Lives Your Way
HOT SPRINGS VILLAGE:
POSITIONING MOOD BOARD

PLACE YOU THERE
INVITE YOU THERE
SHOW YOU AROUND
TOUCHPOINTS
I AM A VILLAGER

NATURAL LIVING ON THE SOUTH’S GREATEST SCALE

PLACE YOU THERE
INVITE YOU THERE
SHOW YOU AROUND
TOUCHPOINTS
I AM A VILLAGER

Marketing Document from EXIT (2)